

**REPORT OF THE
HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

October 10, 2008

ATTENDANCE

Present: Chairman Andrea L. Zopp and Directors David Carvalho, Quin R. Golden, Sister Sheila Lyne, RSM and Jorge Ramirez (5)

Chairman of the Board Warren L. Batts (Ex-Officio)

Absent: None (0)

Also Present: Directors Hon. Jerry Butler, Luis Muñoz, MD, MPH and Heather O'Donnell

David Barker, MD – Chief Medical Officer, Ruth M. Rothstein CORE Center; Johnny Brown – Chief Operating Officer, Stroger Hospital of Cook County; Laura Lechowicz-Felicioni – Special Counsel to President Todd H. Stroger; Judith Frigo, MD – Chief Medical Officer, Oak Forest Hospital; Maurice Lemon, MD, MPH – Medical Director, Stroger Hospital of Cook County; Cecil Marchand – Associate Administrator, Stroger Hospital of Cook County; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Jonathan Rothstein – Deputy Bureau Chief, Bureau of Human Resources of Cook County; Deborah Santana – Office of the Secretary to the Board; David R. Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Sidney Thomas – Chief Operating Officer, Provident Hospital of Cook County

Ladies and Gentlemen:

Your Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, October 10, 2008 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Human Resources Committee has considered the following items and upon adoption of this report, the recommendations follow.

Roll Call

Deborah Santana, of the Office of the Secretary to the Board, called the roll of members and it was determined that a quorum was present.

OLD BUSINESS

Update and discussion of pending information requests.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM**
October 10, 2008
PAGE 2

Chairman Zopp indicated that the members have received a lot of material in the past few days with regard to pending information requests. She believed that the Committee was largely up-to-date, with the exception of a few items. The materials for remaining information requests will be forwarded to the Committee members as they come in. When the members receive the information, if there are any additional questions on the materials, Chairman Zopp requested that the member inform herself or David R. Small, Interim Chief Executive Officer of the Cook County Health and Hospitals System.

Additionally, Mr. Small informed the Committee that next Friday, the Board will receive the information necessary to be able to remotely log-in to the dedicated shared drive in order to facilitate their access to past and current meeting materials and other documents. Each director will be provided with the access information; he added that if a Director does not have the capability to utilize this tool, his office would be happy to provide the materials in a hard copy form.

Review, discuss and approve job description for head of Human Resources
for the Cook County Health and Hospitals System.

Chairman Zopp noted that in the position description, there was no specific reference to monitoring, coordinating or leading the System's compliance with Shakman. She stated that it should be specifically included in the position description.

Chairman Zopp stated that she had received some comments from Laura Lechowicz-Felicioni, Special Counsel to President Todd H. Stroger, with regard to the position description. She mentioned one suggestion made by Ms. Lechowicz-Felicioni, with which she agreed. This was pertaining to the requirement of specific secondary degree qualifications, which Ms. Lechowicz-Felicioni believed could limit the pool of candidates for the position. Chairman Zopp stated that the language should be rephrased to state that it would be preferred; additionally, she stated that there are many attorneys who work in human resources, so the language should say some kind of secondary degree without being specific. Chairman Zopp indicated that Ms. Lechowicz-Felicioni would address the Committee after the members concluded their questions or comments.

Director Golden inquired whether the head of human resources should report to the Chief Executive Officer, instead of reporting to the Chief Operating Officer.

Board Chairman Batts noted that under Dr. Robert Simon's leadership, many of the executive team reported to the Chief Operating Officer. However, he did state that there was not a position of Chief Operating Officer for the System prior to Mr. Small's arrival to fill that position.

Mr. Small agreed, stating that this was how the System operated under Dr. Simon's leadership. He explained that this is how the System's reporting structure is currently set up. He added that when a permanent Chief Executive Officer is in place, he or she may want to restructure that operating structure. It has been his experience that comparable organizations have the reporting structure set up similarly.

Director Lyne indicated that she favored the position reporting to the Chief Executive Officer.

Chairman Zopp stated that the operational pieces may need to be structured under a Chief Operating Officer; from a recruiting perspective, it is easier to later restructure the reporting up a level, rather than down a level after an individual is hired for the position.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM**
October 10, 2008
PAGE 3

Chairman Zopp invited Ms. Lechowicz-Felicione to share her comments on the position description.

Ms. Lechowicz-Felicione addressed the Committee. From a consulting and developing policies standpoint, she suggested that they include in the description a general statement regarding consulting and advising the Chief Operating Officer, Chief Executive Officer and System Board on the personnel policies of the System. With regard to the suggestion she made relating to the requirement of specific secondary degree qualifications which she believed could limit the pool of candidates for the position, Ms. Lechowicz-Felicione recounted the difficulties experienced as a result of this at the County level when recruiting for the new Bureau Chief of Human Resources.

The changes discussed were clarified, with Chairman Zopp indicating that the qualifications will state that a college degree is required, and a higher degree would be desirable. This will allow for more flexibility with the pool of candidates.

Chairman Zopp asked Mr. Small to revise the description consistent with the Committee's discussion. She did not feel that the final version after these revisions needed to be brought back before the Committee.

Mr. Small provided the members with an update on efforts to recruit for the position. The issue of whether or not to use a recruitment firm for this position has not yet been decided, but he stated that he has informally "cast the net" out looking for potential candidates. There are still some questions that remain to be answered, specifically with regard to salary range.

Chairman Batts inquired whether the position was included in the figures for the 2009 Budget.

Mr. Small responded affirmatively.

Chairman Zopp suggested that Mr. Small make a recommendation to the Committee with regard to salary range.

Review, discuss and approve the final updated proposed hiring policy.

Chairman Zopp asked Ms. Lechowicz-Felicione whether the Cook County Compliance Administrator, Judge Julia Nowicki, had any comments with regard to the final updated proposed hiring policy.

Ms. Lechowicz-Felicione stated that Judge Nowicki had sent her an electronic mail message with comments on the final updated proposed hiring policy. Ms. Lechowicz-Felicione stated that this proposed policy is just a tweaking of the plan that Judge Nowicki had already reviewed and approved in the Spring.

Director Carvalho inquired whether the policy should include explicit language with regard to the Board's intent to supplant Cook County's personnel policy.

REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM
October 10, 2008
PAGE 4

Elizabeth Reidy, Deputy Chief of the Civil Actions Bureau of the Office of the State's Attorney, informed the Committee that with regard to personnel rules, the enabling Ordinance calls for the System Board to follow the County's personnel rules until the System Board disengages by adopting its own personnel rules or procedures. To be clear, however, she stated that at this point in time, the System is not in the position to completely take it over.

Chairman Zopp asked Mr. Small to work with Ms. Reidy to include such language in the policy.

Chairman Zopp asked Ms. Lechowicz-Felicione to comment on the proposed policy.

Ms. Lechowicz-Felicione stated that this is essentially laying out the process; this process is still in compliance with the Hiring Plan that was presented to the court in the early 1990's in compliance with the Shakman Decree. She stated that the System and the County are still working in unison as far as a process.

In response to a comment from Director Lyne with regard to physician hiring and the expectations of board certifications, it was stated that there is a separate policy for credentialing.

Some errata and typographical errors within the policy were referenced. Chairman Zopp asked Mr. Small to also incorporate the changes indicated during this meeting. She stated that the final updated proposed hiring policy, as amended, will be on the Board's agenda for their approval at the next meeting.

Director Carvalho, seconded by Director Golden, moved to approve the final updated proposed hiring policy, as amended. THE MOTION CARRIED UNANIMOUSLY.

The final updated proposed hiring policy, as amended is included in the backup materials as Attachment #1.

NEW BUSINESS

Review the number of grievances filed and review the grievance process.

Cecil Marchand, Associate Administrator at Stroger Hospital of Cook County, provided a summary of the grievance process.

Mr. Marchand and Jonathan Rothstein, Deputy Bureau Chief of the Bureau of Human Resources of Cook County, responded to questions from Committee members with regard to grievances and collective bargaining agreements.

Discussion turned to the issue of variations of grievance procedures between collective bargaining agreements. Chairman Zopp asked how these variations are managed.

Mr. Small suggested that there be system-wide management updates and training for specific issues such as this.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM**
October 10, 2008
PAGE 5

Review and discuss potential revisions to the Cook County Health and Hospitals System personnel policies pertaining to discipline and dual employment.

The Committee discussed the existing personnel policies pertaining to discipline. Mr. Marchand and Mr. Rothstein presented a brief overview of the policies and procedures.

The Committee reviewed and discussed the following documents:

Administrative Core Manual (2003) - Dual Employment Policy,
Disciplinary Hearings Policy and
Rules and Regulations Governing Employee Conduct Policy
County of Cook Personnel Rules (2004)

Chairman Zopp noted that there were three sets of rules or policies before them, and questioned which set of rules apply to the System.

Ms. Reidy first explained the background of two of the documents. She stated that the Administrative Core Manual was created in 2003; in 2004, Mark Kilgallon, who was then the Chief of the Cook County Bureau of Human Resources, issued the County of Cook Personnel Rules. She stated that she viewed a memorandum sent by Ruth Rothstein, who was then the Chief of the Bureau of Health Services, to the management and leaders throughout the Bureau telling them that these (Mark Kilgallon's 2004 Rules) were the rules. Ms. Reidy stated that the fact that the 2003 Administrative Core Manual is still floating around may be problematic, but it is her understanding that the 2004 County of Cook Personnel Rules are the rules that were implemented.

Ms. Reidy provided further information on the third document, which is a separate policy with regard to physicians and dentists created after the 2004 County of Cook Personnel Rules were issued.

Discussion turned to the topic of dual employment policies. Director Carvalho asked for clarification on which policy was applicable, and questioned whether changes were needed.

Chairman Zopp stated that the Board had received blue binders that contained these policies. She distributed additional copies to the members of the physicians and dentists rules that apply to conduct and discipline of personnel (Rule 8) and to dual employment (Rule 13). She stated that Rules 8, 9 and 13 from both the County of Cook Personnel Rules and the separate policy for physicians and dentists would be addressed at the next meeting of the Human Resources Committee, and asked the Committee members to bring their blue binders containing these documents with them for that meeting¹.

Chairman Zopp opened the floor to a discussion of the topic of dual employment in general. Comments were made, and it was stated that the rule is fair and reasonable, but enforcement and investigation is a problem. There were questions and information provided on swiping-in policies, and questions with regard to the reporting structure for departments, divisions and institutions.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM**
October 10, 2008
PAGE 6

The discussion turned to the issue of documentation that is required to be filed every two years with regard to dual employment. Chairman Zopp requested that the Committee receive a copy of this form², and suggested a language change to include that management has to have a clear conversation regarding expectations, and have this attached to the form that is required to be filed.

Chairman Zopp inquired whether there were any positions where dual employment should be banned.

David Barker, MD, Chief Medical Officer of the Ruth M. Rothstein CORE Center, replied that the Dr. Jack Raba, Interim Chief Medical Officer of the Cook County Health and Hospitals System, is already considering the question.

Director Lyne suggested that the Committee ask Dr. Raba to present an opinion on this question³, and Chairman Zopp concurred with the suggestion.

NEW BUSINESS

Update on preparation for Collective Bargaining Negotiations.

Discussion of personnel issue.

Chairman Zopp, seconded by Director Golden, moved to recess the regular session and convene into closed session, pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(2), et seq., which permits closed meetings for consideration of "Collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(1), et seq., which permits closed meetings for consideration of "The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity." **THE MOTION CARRIED UNANIMOUSLY.**

Chairman Zopp, seconded by Director Golden, moved to adjourn the closed session and convene into regular session. **THE MOTION CARRIED UNANIMOUSLY.**

Public Comments

Chairman Zopp asked the Secretary to call upon any registered public speakers.

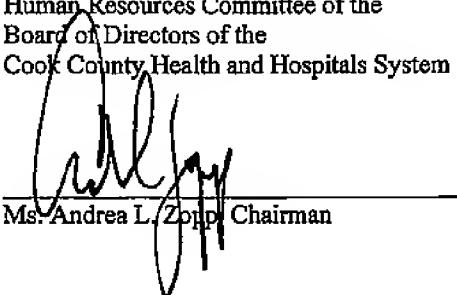
The Secretary responded that there were none.

REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE
BOARD OF DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM
October 10, 2008
PAGE 7

Adjournment

Director Carvalho, seconded by Director Golden, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System


Ms. Andrea L. Zopp, Chairman

Attest:


Matthew B. DeLeon, Secretary

The following was requested or was indicated as a follow-up item at this meeting:

¹ Follow up: Rules 8, 9 and 13 from both the County of Cook Personnel Rules and the separate policy for physicians and dentists will be addressed at the next meeting of the Human Resources Committee, and the Committee members should bring their blue binders containing these documents with them for that meeting. On page 5.

² Request for a copy of the form that is required to be filed every two years with regard to dual employment. On page 6. (David Small)

³ Request by Director Lyne for Dr. Raba to present an opinion on the question of whether there were any positions where dual employment should be banned. On page 6. (Dr. Jack Raba)

ATTACHMENT #1



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 1 of 12

POLICY: The policy and procedures associated with hiring practices shall meet the legal and regulatory requirements of the Federal, State, and County Agencies and Collective Bargaining Agents/Units.

PURPOSE: The Cook County Health and Hospitals System (CCHHS), in cooperation with the Cook County Department of Human Resources, has organized the hiring process so that it is uniform and consistent throughout the Cook County Health and Hospitals System. The goal is to simplify and standardize the hiring process throughout the Cook County Health and Hospitals System.

AREAS AFFECTED: All Cook County Health and Hospitals System facilities and departments' staff

TABLE OF CONTENTS:

Page Number	<u>PAGE NUMBERS/SOME DOCUMENTS NEED REVISION ONCE FINAL PROCESS APPROVED</u>
1	Overview
1	Definitions
2	Summary of Key Points
3-5	Process for hiring Non-Physicians
6-8	Process for hiring Physicians and Mid-Level Providers
9	Sample of Correct Hiring forms:
10	a. Request to Hire (RTH)
11-12	b. Standard Job Description
13-14	c. Job Posting – Notice of Job Opportunity
15	d. Eligibility List
16-18	e. Oral Interview Evaluation form
19-22	f. Decision to Hire form (DTH)
23-24	g. BOH Blue Requisition form
25	h. Personnel Action form
26	i. Cook County Personnel Action Form
27-28	j. Cook County Shakman Certification form for County Personnel
29	k. Cook County Shakman Certification for Applicants/Candidates
30-31	l. Form I-9
32	m. CCHHS Credentialing Application or Preapplication Request form
33-34	n. Application for Administrative Appointment and/or Interim Clinical Privileges
35	o. New Applicant Background Check Request
36-37	<u>Appendix A: Alphabetical Title Report:</u> Lists all positions that can be posted and/or advertised in other professional journals or newspapers as desired. Any positions elected to be posted in the Cook County Human Resources Department shall remain posted for a minimum of 14 days. All other steps remain the same including executing all Shakman Certification forms.
38	<u>Appendix B: Hiring Process Tracking Form:</u> This form is to be completed by the person responsible for each step in the process to track progress and identify personnel.

DEFINITIONS:	<ol style="list-style-type: none"> 1. The Cook County Department of Human Resources (HR) is the Cook County department responsible for providing management of hiring and employment practices for all County employees. 2. Cook County Health and Hospitals System -Administrative Staff Services (CCHHS-ADSS) is the centralized department coordinating the process' of the human resource functions to ensure that the health care system determines the qualifications and competencies for staff positions based on its mission, population, care, treatment, and services. 3. Shakman Certification is the documentation required to certify that political reasons or factors were not considered as part of the hiring or employment process for Shakman covered positions. 4. Cook County Bureau of Human Resources Web address: www.co.cook.il.us/employment.htm
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APPROVED

Interim Chief, CCHHS

SIGNATURE	TITLE	DATE
	Interim Chief, Cook County Department of HR	

	COOK COUNTY HEALTH AND HOSPITALS SYSTEM	
POLICY TITLE:	HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS	POLICY NUMBER:
DATE OF ORIGIN:	12/01/07	<input checked="" type="checkbox"/> CORE POLICY
REVIEWED & REVISED:	09/26/08	<input checked="" type="checkbox"/> AREA SPECIFIC POLICY
		PAGE: 2 of 12

Hiring of Non-Physicians KEY POINTS

KEY POINT 1

The Department Director must indicate in the Job Description the job qualifications versus job duties. Job qualifications are certifications, training, etc. required in order for the individual to be selected. These cannot be listed in the posting under job duties.

For Shift changes within a department that do not require a change in PID number, the new shift may be posted internally within the department for 5 days and the department can select an internal applicant to move to the new shift. A Personnel Action Form should be completed by the department for this employee's shift change.

Departments may complete the RTH with the 'shift' completed as "Variable". This will enable qualified applicants to go into a pool of potential candidates to interview for similar positions within a department.

KEY POINT 2

The only signatures required on the RTH are the Department Director and COO.

KEY POINT 3

If the person being recalled is being placed in the same position with the same PID #, and the qualifications have not changed, the person does not have to be interviewed.

KEY POINT 4

The Department Director/Chairman must notify CCHHS-ADSS of the interview dates so that they can afford the Shakman Compliance Administrator the opportunity to be present and observe the interview process.

KEY POINT 5

If an internal candidate is accepted, the candidate can be released within 2 weeks. It takes 2 weeks to put them into payroll.

KEY POINT 6

Those employees, who are taking a promotion, transfer, or demotion, will not be required to attend orientation, unless moving to a new facility.

KEY POINT 7

The Cook County Health and Hospitals System is covered by the Shakman Consent Decree and the Cook County Human Resources Ordinance which both strictly prohibit political based hiring, firing, promotions, and other job actions for all positions, other than exempt positions. In addition, it is the policy of the Cook County Health and Hospitals System to hire, promote and retain the best qualified candidates for all positions, whether or not the position is exempt. For non-exempt positions, the Cook County Shakman Certification form for County Personnel must be executed by every employee having a part in the hiring or employment process. Applicants and Candidates for employment will have a separate Shakman Certification form which will be executed by the Applicant or Candidate as part of the application process and shall be turned in with the Application for employment.

Hiring of Physicians and Mid-level providers KEY POINTS

KEY POINT 1

If incumbent is vacating, then submit:

- *Personnel Action form to CCHHS-ADSS*
- *Final time card w/ vacation payout to Payroll*

Submit at least one full pay period before starting date

KEY POINT 2

The Cook County Health and Hospitals System is covered by the Shakman Consent Decree and the Cook County Human Resources Ordinance which both strictly prohibit political based hiring, firing, promotions, and other job actions for all positions, other than exempt positions. In addition, it is the policy of the Cook County Health and Hospitals System to hire, promote and retain the best qualified candidates for all positions, whether or not the position is exempt. For non-exempt positions, the Cook County Shakman Certification form for County Personnel must be executed by every employee/physician having a part in the hiring or employment process. Physician Applicants and Candidates for employment will execute the Cook County Shakman Execution for Applicants/Candidates during the interview process; this executed form should then be collected during the interview process and forwarded with the Hiring Packet.



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input checked="" type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 3 of 12

PROCESS FOR HIRING NON-PHYSICIANS

1. Department Director/Chairman

a) The Department Director/Chairman completes:

- o A Job Description
- o Request to Hire (RTH) with the Grade/Step indicated in appropriate section.

A standard job posting (Notice of Job Opportunity) will be used. Any additional qualifications or job duties must be indicated on the Request to Hire

b) Initiates Hiring Process Tracking Form

c) For executive/hard to recruit positions, Department Chair contacts System CEO/designee to request approval of an outside resource to assist in recruitment. Outside resource should meet the following criteria:

- o Approved county vendor
- o Demonstrated experience in recruitment of positions' skill set
- o Proven record of recruitment of diverse candidates.

d) Department will follow Cook County's Equal Employment Opportunity Plan and make a best effort to promote diversity within the system.

Execute the Cook County Shakman Certification form for County Personnel and forward with the RTH

KEY POINT 1

The Department Director must indicate in the Job Description the job qualifications versus job duties. Job qualifications are certifications, training, etc. required in order for the individual to be selected. These cannot be listed in the posting under job duties.

For Shift changes within a department that do not require a change in PID number, the new shift may be posted internally within the department for 5 days and the department can select an internal applicant to move to the new shift. A Personnel Action Form should be completed by the department for this employee's shift change.

Departments may complete the RTH with the 'shift' completed as "Variable". This will enable qualified applicants to go into a pool of potential candidates to interview for similar positions within a department.

2. Facility Chief Operating Officer [COO] [2 Days]

a) Facility Chief Operating Officer (COO) reviews:

- o RTH
- o Job Description
- o Standard Job Posting
- o Cook County Shakman Certification form for County Personnel
- o Hiring Process Tracking Form

b) Verifies that the position is open and funded (internal process)

c) Signs and forwards forms to the Cook County Health and Hospitals System-ADSS Director/designee

KEY POINT 2

The only signatures required on the RTH are the Department Director and COO. The Department Director and COO shall execute the Cook County Shakman Certification form for County Personnel.

3. Cook County Health and Hospitals System-ADSS Director/designee [3 Days]

The Cook County Health and Hospitals System-ADSS (CCHHS-ADSS) verifies the information and returns any inaccurate RTH forms to the Department

Director/Chairman. If accurate, the forms are forwarded to the Deputy Chief, Bureau of Human Resources (who determines which are given to the Labor Relation Officer).

4. Cook County Bureau of Human Resources [4 Days]

The Labor Relations Officer determines whether the position is on the recall/reinstatement list.

a) If the position is on the Recall/Reinstatement List, the recall is processed.

For all technical/professional positions, the Labor Relations Officer will contact the department director/chairman to inquire if there are any additional qualifications in accordance with the collective bargaining agreement.

The Department will have the right to interview the recalled individual. The Labor Relations Officer contacts the recalled individual, schedules return to work physical with EHS, and arranges a starting date. She informs CCHHS-ADSS for processing of ID badges. The employee is scheduled to start at the next pay period if they have been cleared by EHS. The Labor Relations Officer will sign the Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel.

KEY POINT 3

If the person being recalled is being placed in the same position with the same PID #, and the qualifications have not changed, the person does not have to be interviewed.

b) If the position is NOT on the Recall/Reinstatement List, the Labor Relation Officer informs the Deputy Chief, Bureau of Human Resources , who assigns a BHR number on the RTH and posts the notice of Job Opportunity. Signs



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input checked="" type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 4 of 12

Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel.

5. **Deputy Chief, Bureau of Human Resources [4 Days]**
The Deputy Chief, Bureau of Human Resources will post the position within 4 days. The job is posted at Cook County Bureau of HR, at the facility, and on-line for 14 days. Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel are signed.
6. **Applicants [14 days]/ Cook County Bureau of HR**
Applicants can download an application or pick up an application at one of the Bureau facilities. Internal and external applications must be hand delivered to Cook County Bureau of HR where they will receive a receipt verifying that the application was received, including all supporting documents; (e.g. transcripts). The individual will be given and be able to download the Cook County Shakman Certification for Applicants/Candidates; said Shakman Certification form must be executed by the applicant/candidate.

7. **Cook County Bureau of HR**
Positions will be posted so that the applicants can enter an applicant pool to be selected for similarly posted positions within a department.

8. **Personnel Analyst(s) Cook County Bureau of HR [3-7 Days]**

a) At the end of the posting period, all applications will be forwarded to the Personnel Analyst who will create the eligibility list. The departmental hiring manager will have the opportunity to participate in the eligibility list creation if the department requests to participate. After close review, those qualified are entered into the Tracking system and an Eligibility List is generated. The list consists of the names of those applicants who meet the minimum job qualifications. HR Tracking form and Cook County Shakman Certification form for County Personnel are signed.

b) All applicants on the Eligibility List are sent from Cook County Bureau of HR to CCHHS-ADSS along with the following documents:

- o Job Description
- o Job Posting
- o Completed Job Applications (for each applicant)
- o Oral Interview Evaluation forms attached to each application (one for each interviewer for each applicant)

- o The executed Cook County Shakman Certification for Applicants/Candidates
- o Decision to Hire form
- o Hiring Process Tracking Form
- o Cook County Shakman Certification form for County Personnel

9. **Cook County Health and Hospitals System-ADSS Director/designee [2 Days]**

Forwards the completed package to the Department Director/Chairman who will schedule interviews. HR Tracking form and Cook County Shakman Certification form for County Personnel are signed.

KEY POINT 4

The Department Director/Chairman must notify CCHHS-ADSS of the interview dates so that they can afford the Shakman Compliance Administrator the opportunity to be present and observe the interview process.

10. **Department Director/Chairman [7 Days]**

- a) Interviews will be completed within 7 days
- b) Following forms are completed:
 - o Oral Interview Evaluation form (one form for each interviewer and applicant)
 - o Cook County Shakman Certification form for County Personnel (front and back side of form)
 - o Decision to Hire form
 - o Hiring Process Tracking Form
- c) Forms are returned to the CCHHS-ADSS

11. **Cook County Health and Hospitals System-ADSS Director/designee [2-10 Days]**

- a) The CCHHS-ADSS contacts selected applicant and offers position.
- b) After applicant accepts, the CCHHS-ADSS completes the BOH Blue Requisition form, signs Hiring Process Tracking Form and Cook County Certification form for County Personnel and ensures ALL the forms in packet (below) are completed.
- c) Sends the packet to the Deputy Chief, Bureau of Human Resources . Items in packet include:
 - o Decision to Hire forms
 - o BOH Blue Requisition form
 - o Eligibility List
 - o Job Posting
 - o Copy of RTH form containing BHR number
 - o Oral Interview Evaluation forms
 - o Executed Shakman Certifications
 - o Hiring Process Tracking Form
- d) CCHHS-ADSS contacts candidate for pre-employment processing including completion of Background Check

	COOK COUNTY HEALTH AND HOSPITALS SYSTEM		
POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20	
DATE OF ORIGIN: 12/01/07	<input type="checkbox"/>	CORE POLICY	
REVIEWED & REVISED: 09/26/08	<input type="checkbox"/>	AREA SPECIFIC POLICY	PAGE: 5 of 12

Request form at the facility and instructs applicant after completing form to report to Cook County Bureau of HR for fingerprinting. CCHHS-ADSS will call Employee Health Services (EHS, 312-864-1970) to schedule a full health screening.

KEY POINT 5

If an internal candidate is accepted, the candidate can be released within 2 weeks. It takes 2 weeks to put them into payroll.

12. Cook County Bureau of HR [1 Day]

Deputy Chief, Bureau of Human Resources will:

- Verify the required signatures and approve the BOH Blue Requisition form
- Fax approval to CCHHS-ADSS (FAX 312-864-9590)
- Sign Hiring Process Tracking Form
- Prepare Grant of Authority

13. Applicant

- Reports to EHS at designated date/time for a complete physical, drug screening, and PPD
- Reports to Cook County Bureau of HR for fingerprinting with proper identification and supporting documents.

14. Employee Health Service (EHS) [5 Days]

- Performs health screening according to job position physical exam/drug screen/PPD
- EHS sends Medical Clearance to CCHHS-ADSS

15. Cook County Health and Hospitals System-ADSS [2-10 Days]

- CCHHS-ADSS negotiates a start date with the applicant and schedules hospital orientation for start of next pay period
- Submits yellow work order (internal form) and supporting documents indicating start date to Cook County Bureau of HR.
- Signs Hiring Process Tracking Form

16. Cook County Bureau of HR

Deputy Chief, Bureau of Human Resources enters information into FMIS with starting date.

17. Cook County Health and Hospitals System-ADSS

Conducts orientation at start of pay period; distributes I.D. badges and directs new employee to their department at completion of orientation.

KEY POINT 6

Those employees, who are taking a promotion, transfer, or demotion, will not be required to attend orientation, unless moving to a new facility.

KEY POINT 7

The Cook County Health and Hospitals System is covered by the Shakman Consent Decree and the Cook County Human Resources Ordinance which both strictly prohibit political based hiring, firing, promotions, and other job actions for all positions, other than exempt positions. In addition, it is the policy of the Cook County Health and Hospitals System to hire, promote and retain the best qualified candidates for all positions, whether or not the position is exempt. For non-exempt positions, the Cook County Shakman Certification form for County Personnel must be executed by every employee having a part in the hiring or employment process. Applicants and Candidates for employment will have a separate Shakman Certification form which will be executed by the Applicant or Candidate as part of the application process and shall be turned in with the Application for employment.



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input checked="" type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 6 of 12

PROCESS FOR HIRING PHYSICIANS AND MID-LEVEL PROVIDERS

1. Division Chief/Department Chairman

- a) Department identifies a vacancy and funding
- b) Completes:

- o A Job Description
 - o Request to Hire (RTH) with the Grade/Step indicated in appropriate section.

NOTE: Division Chiefs must send the RTH to the Department Chairman for approval before it can go to the COO.

Specify either candidates' name or "TBD" on the RTH

- c) Initiates and executes Cook County Shakman Certification form for County Personnel
- d) Initiates Hiring Process Tracking Form
 - If position is occupied: attach resignation letter*
- e) For executive/hard to recruit positions, Department Chair contacts System CEO/designee to request approval of an outside resource to assist in recruitment. Outside resource should meet the following criteria:
 - o Approved county vendor
 - o Demonstrated experience in recruitment of positions' skill set
 - o Proven record of recruitment of diverse candidates.
- f) Department will follow Cook County's Equal Employment Opportunity Plan and make a best effort to promote diversity within the system.

2. Facility Chief Operating Officer (COO) [2 Days]

- a) Facility Chief Operating Officer (COO) reviews:
 - o RTH
 - o Job Description
 - o Cook County Shakman Certification form for County Personnel
 - o Hiring Process Tracking Form
- b) Confirms the vacancy and funding
- c) Signs and forwards all forms to the Cook County Health and Hospitals System-Administrative Staff Services (CCHHS-ADSS) Director.

The COO signature is a commitment to maintain the vacancy and funding as budgeted.

3. Cook County Health and Hospitals System-ADSS Director/designee [3 Days]

The Cook County Health and Hospitals System ADSS (CCHHS-ADSS) provides the Department Director/Chairman with the following forms for each position:

- o Copy of completed and signed RTH
- o Job Description
- o Oral Interview Evaluation form

- o Cook County Shakman Certification form for County Personnel
- o Cook County Shakman Certification for Applicants/Candidates
- o Decision to Hire form

4. Division Chief/Department Chairman

The Division Chief/Department Chairman will:

- a) Recruit and schedule candidate interviews
- b) *NOTIFY CCHHS-ADSS of the interview dates so they can afford the Shakman Compliance Administrator the opportunity to be present and observe the interview process.*

c) Interview candidates

- d) Complete and submit to CCHHS-ADSS:
 - o Cook County Shakman Certification form for County Personnel
 - o Cook County Shakman Certification for Applicants/Candidates (Interviewers shall be responsible for providing the Applicant/Candidate Shakman Certification form to the applicant/interviewee as well as collecting the executed form)
 - o Oral Interview evaluation form (one form for each interviewer for each applicant)
 - o Decision to Hire (DTH) form, with justification
- e) Offer position to candidate, pending Quality and Patient Safety Committee approval

The department completes the CCHHS Credentialing Application Request form and returns to the Credentialing Verification Office (CVO, 312-864-0450).

(Note: this starts the 90 Day credentialing clock)

5. Credential Verification Office (CVO) [2 Days]

Sends full credentialing application packet to applicant

6. Applicant

Completes and submits credentialing application packet to CVO:

- o Medical staff application (IDPH & CCHHS forms)
- o Clinical privileges (departmental form)
- o Supporting documentation

7. Cook County Health and Hospitals System-ADSS [2 Days]

- a) The CCHHS-ADSS completes:
 - o Decision to Hire form
 - o Cook County Shakman Certification form for County Personnel
- b) Signs Hiring Process Tracking Form and Cook County Shakman Certification form for County Personnel



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 7 of 12

c) Completes BOH Blue Requisition and holds until notification of Quality and Patient Safety Committee Approval.

8. **Credentials Verification Office (CVO) [6-8 weeks]**
a) Initiate/Check credentials application & forward to:
 o Credentials Committee of the EMS
 o Executive Medical Staff
b) CVO director prepares report for Quality and Patient Safety Committee in conjunction with the HHS CEO.

9. **Quality and Patient Safety Committee [2 Days]**
Assistant to Secretary of the Board provides copy of Approved Stamped Quality and Patient Safety Committee Report to Deputy Chief, Bureau of Human Resources.

10. **Cook County Bureau of Human Resources [1 Day]**
Deputy Chief, Bureau of Human Resources receives notification of approved Quality and Patient Safety Committee Report and FAX's copies to:
 o CCHHS-ADSS – (FAX 312 864 9590)
 o CVO – (FAX 312 864 9242)

11. **Cook County Health and Hospitals System-ADSS [1 Day]**
a) Forwards all completed forms to Deputy Chief, Bureau of Human Resources.
 o Signed RTH
 o BOH Bluc Requisition
 o Cook County Shakman Certification form for County Personnel
 o Completed Cook County Shakman Certification for Applicants/Candidates
b) Contacts candidate for pre-employment processing including completion of Background Check Request form at the facility and instructs applicant after completing form to report to Cook County Bureau of HR for fingerprints. CCHHS-ADSS will call Employee Health Services (EHS, 312-864-1970) to schedule a full health screening for applicant.

12. **Credentials Verification Office (CVO)**
CVO sends out appointment letter to applicant and copies to Department Chairman and CCHHS-ADSS

KEY POINT 1
If incumbent is vacating, then submit:
 o Personnel Action form to CCHHS-ADSS
 o Final time card w/ vacation payout to Payroll
Submit at least one full pay period before starting date

13. **Applicant**
a) Reports to EHS at designated date/time for a complete physical, drug screening, and PPD
b) Reports to Cook County Bureau of HR for fingerprinting with proper identification including:
 • Supporting documents for form I-9

14. **Employee Health Service (EHS) [5 Days]**
Performs health screening according to job position, physical exam/drug screen/PPD
EHS sends Medical Clearance to CCHHS-ADSS

15. **Cook County Health and Hospitals System-ADSS [2-10 Days]**
a) CCHHS-ADSS negotiates a start date with the applicant and schedules hospital orientation for start of next pay period
b) Submits yellow work order (internal form) and supporting documents indicating start date to Cook County Bureau of HR.

16. **Cook County Bureau of Human Resources**
a) Grant of Authority prepared
b) Deputy Chief, Bureau of Human Resources enters information into FMIS including starting date.

17. **Cook County Health and Hospitals System-ADSS [7-14 Days]**
Conducts orientation at start of pay period and distributes I.D. badges.
Upon conclusion of orientation, CCHHS-ADSS directs new employee to:
 o CVO for completion of Medicare provider enrollment forms
 o Hiring department

KEY POINT 2
The Cook County Health and Hospitals System is covered by the Shakman Consent Decree and the Cook County Human Resources Ordinance which both strictly prohibit political based hiring, firing, promotions, and other job actions for all positions, other than exempt positions. In addition, it is the policy of the Cook County Health and Hospitals System to hire, promote and retain the best qualified candidates for all positions, whether or not the position is exempt. For non-exempt positions, the Cook County Shakman Certification form for County Personnel must be executed by every employee/physician having a part in the hiring or employment process. Physician Applicants and Candidates for employment will execute the Cook County Shakman Execution for Applicants/Candidates during the interview process; this

	COOK COUNTY HEALTH AND HOSPITALS SYSTEM			
POLICY TITLE:	HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS	POLICY NUMBER:	HR.1.20	
DATE OF ORIGIN: 12/01/07	<input type="checkbox"/> CORE POLICY	PAGE: 8 of 12	REVIEWED & REVISED: 09/26/08	<input type="checkbox"/> AREA SPECIFIC POLICY

executed form should then be collected during the interview process and forwarded with the Hiring Packet.

Administrative Appointment

An administrative appointment will temporarily bypass steps 8 and 9 above. The Credentialing Application and supporting documents (step 6) must be received by the CVO office prior to administrative appointment. Under EMS Bylaws, an administrative appointment is only valid for 6 months. If Step 8 is not completed within 6 months, the privileges lapse.

Division Chief/Department Chair
Completes "Application for Administrative Appointment and/or Interim Clinical privileges" form and forwards to CVO office.

Credentials Verification Office
Checks credentials application, signs the "Application for Administrative Appointment and/or Interim Clinical privileges" & forwards for signature to:

- Chief Medical Officer
- Chair, Credentials Committee of the EMS
- President, Executive Medical Staff
- Chief Operating Officer

After "Application for Administrative Appointment and/or Interim Clinical privileges" is signed off, Step 11 above begins.

	COOK COUNTY HEALTH AND HOSPITALS SYSTEM		
POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20	
DATE OF ORIGIN: 12/01/07	<input type="checkbox"/>	CORE POLICY	
REVIEWED & REVISED: 09/26/08	<input type="checkbox"/>	AREA SPECIFIC POLICY	PAGE: 9 of 12



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 10 of 12

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 11 of 12



COOK COUNTY HEALTH AND HOSPITALS SYSTEM

POLICY TITLE: HIRING PROCESS FOR NON-PHYSICIANS AND PHYSICIANS		POLICY NUMBER: HR.1.20
DATE OF ORIGIN: 12/01/07 REVIEWED & REVISED: 09/26/08	<input type="checkbox"/> CORE POLICY <input type="checkbox"/> AREA SPECIFIC POLICY	PAGE: 12 of 12